



## Strategic Plan 2011-2016

### Mission

Southeastern Community College provides accessible, quality programs and services which promote student success and economic vitality.

### Vision

Southeastern Community College, a visionary leader in lifelong learning, embraces diversity, transforms lives, strengthens communities, and inspires individuals to excellence.

### Values

**Excellence:** we are committed to the highest standards of service in all aspects of teaching and learning.

**Integrity:** we encourage honesty, respect and personal accountability among and between students, staff, and stakeholders.

**Stewardship:** we are effective and vigilant stewards of our financial, physical, and human resources.

**Continuous Improvement:** we promote evidence-based decisions and systems within a culture of empowerment and teamwork.

Approved by SCC Board of Trustees April 19, 2011

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## Strategic Goal 1 – Promote Student Success

### Strategy 1 - Develop and implement a comprehensive district-wide enrollment management plan.

- **Initiative:** Determine and establish capacity enrollment.
  - **Measure:** Define the elements that comprise capacity enrollment.
  - **Primary Responsibility:** Vice President of Administrative Services and RISE
- **Initiative:** Create an awareness that all employees have responsibility for student attraction, retention, and success.
  - **Measure:** A plan that includes recruitment, retention and completion strategies and goals for credit and non-credit students is implemented by 2012-2013.
  - **Primary Responsibility:** President, Completions Team, and RISE

### Strategy 2 - Systematically assess student learning college-wide.

- **Initiative:** Develop, implement and administer an assessment of student learning based on our Core Competencies utilizing competency indicators.
  - **Measure:** Benchmarks of the assessment of student learning are established.
  - **Primary Responsibility:** Director of Accreditation, Assessment and Articulation, Vice President of Academic Affairs

### Strategy 3 - Improve the retention rate of SCC students.

- **Initiative:** Develop and implement a First-Year Experience program.
  - **Measure:** Baseline established for retention within all course offerings.
  - **Primary Responsibility:** Vice President of Academic Affairs and Vice President of Student Services
- **Initiative:** Implement a standardized training program for tutors.
  - **Measure:** Develop method to measure the effect of standardized tutor training
  - **Measure:** Student surveys demonstrate satisfaction with services.
  - **Primary Responsibility:** Vice President of Student Services, Vice President of Academic Affairs

- **Initiative:** Implement Ellucian Student Planning module.
  - *Measure:* Establish baseline and increase percentage each fiscal year of SCC students using online advising services to track and monitor program progress.
  - *Primary Responsibility:* Executive Director of Technology Services
- **Initiative:** Partner with external resources that can provide personal counseling to SCC students.
- **Initiative:** Develop a Behavior Intervention Team (BIT Team).
  - *Measure:* Memorandum of Agreements (for specific services and referral process) are established.
  - *Measure:* Communication tools and processes are implemented to provide students and staff on-going awareness of available services.
  - *Primary Responsibility:* Vice President of Student Services

## Strategy 4 - Increase the graduation rate of SCC students.

- **Initiative:** Establish baseline for graduation of SCC students.
  - *Measure:* SCC graduation rates increase each year.
  - *Primary Responsibility:* Vice President of Academic Affairs and Vice President of Student Services
- **Initiative:** Increase efforts to build awareness of the importance to graduate.
  - *Measure:* Commit to Complete signing event by PTK, encourage employers to offer incentives; work with 4-year institutions.
  - *Primary Responsibility:* Vice President of Academic Affairs and Vice President of Student Services

## Strategy 5 - Maintain/increase affordability and access.

- **Initiative:** Develop additional short term certificates for workforce training.
  - *Measure:* The number of offerings has increased.
  - *Measure:* The number of participants has increased.
  - *Primary Responsibility:* CBIZ, Vice President of Academic Affairs, and WIA
- **Initiative:** Expand distance learning programs and courses and internet-enhanced hybrid courses.
  - *Measure:* The number of online students has increased each fiscal year.
  - *Measure:* The number of online credit hours has increased each fiscal year.
  - *Measure:* The number of online courses offered by Southeastern Community College has increased each fiscal year.
  - *Measure:* The number of online sections offered by Southeastern Community College has increased each fiscal year.
  - *Measure:* The number of hybrid students has increased each fiscal year.

- *Measure:* The number of hybrid credit hours has increased each fiscal year.
  - *Measure:* The number of hybrid courses offered by Southeastern Community College has increased each fiscal year.
  - *Measure:* The number of hybrid sections offered by Southeastern Community College has increased each fiscal year.
  - *Primary Responsibility:* Vice President of Academic Affairs
- ***Initiative:*** Implement desktop virtualization strategies to improve student access to technologies.
  - *Measure:* Student access to SCC computer resources from external locations has increased.
  - *Primary Responsibility:* Executive Director of Information Technology
- ***Initiative:*** Develop and implement a collaborative, cross-functional process for scheduling courses.
  - *Measure:* A course schedule is published according to target dates.
  - *Measure:* The number of scheduling conflicts is reduced each fiscal year.
  - *Measure:* A two-year rolling course schedule is implemented.
  - *Primary Responsibility:* Vice President of Academic Affairs and Vice President of Student Services
- ***Initiative:*** Develop and implement mobile technology strategies.
  - *Measure:* SCC responsive website is launched and Ellucian Mobile has been implemented.
  - *Primary Responsibility:* Executive Director of Technology Services

## **Strategy 6 - Enhance/Encourage Student Engagement and Personal Development.**

- **Initiative:** Develop a culture of active engagement and appreciation for economic, social, racial and ethnic diversity.
  - **Measure:** Identify existing curricular and co-curricular opportunities for cross-cultural interaction.
  - **Measure:** Increase the number and variety of opportunities for cross-cultural interaction.
  - **Measure:** Increase the CCSSE score to the average cohort score or higher.
  - **Primary Responsibility:** Vice President of Student Services and Vice President of Academic Affairs
- **Initiative:** Infuse service learning into curricular and co-curricular activities.
  - **Measure:** Develop and implement a plan to increase participation.
  - **Primary Responsibility:** Vice President of Student Services and Vice President of Academic Affairs
- **Initiative:** Reduce the student federal loan default rate.
  - **Measure:** Develop and implement a default management program.
  - **Primary Responsibility:** Director of Financial Aid

## **Strategic Goal 2 - Human, Financial, and Facility Resources**

### **Strategy 1 - Passage of a capital campaign (debt service levy for facility needs).**

- **Initiative:** Implement a major gift campaign
  - **Measure:** Campaign meets goal
  - **Primary Responsibility:** Executive Director of Institutional Advancement, Vice President of Administrative Services, and President

### **Strategy 2 - Increase financial resources from individuals and private and public entities.**

- **Initiative:** Secure additional private and public donations and grants.
  - **Primary Responsibility:** Executive Director for Institutional Advancement
  - **Measure:** The dollar amount of private donations increases 10% each fiscal year.
  - **Primary Responsibility:** Executive Director of Institutional Advancement
- **Initiative:** Create a facilities' maintenance 3-5 year plan
  - **Measure:** Plan in place and available for distribution.
  - **Primary Responsibility:** Vice President of Administrative Services

- **Initiative:** Create a plan to build a residence hall and student activity center
  - **Measure:** Plan in place and available for distribution
  - **Primary Responsibility:** Vice President of Administrative Services

### **Strategy 3 - Establish systems that engage employees in learning opportunities that provide professional and/or institutional growth.**

- **Initiative:** Establish departmental Professional Development Plans (PDPs) aligned with SCC's planning initiatives and individual job responsibilities.
  - **Measure:** Departmental PDPs are completed annually.
  - **Primary Responsibility:** All departmental supervisors, Chair of Quality Faculty Plan Committee.
- **Initiative:** Align employee in-service and professional development activities with major SCC initiatives and the strategic plan.
  - **Measure:** A comprehensive plan of in-service and professional development activities is implemented.
  - **Primary Responsibility:** President, Director of Human Resources, and Vice President of Academic Affairs

### **Strategy 4 - Implement strategies that connect adjunct faculty to the college community.**

- **Initiative:** Develop and implement a comprehensive orientation process for new adjunct faculty.
  - **Measure:** A comprehensive orientation program is implemented.
  - **Primary Responsibility:** President and Vice President of Academic Affairs
- **Initiative:** Develop web-based teaching and learning workshop for adjunct faculty to supplement the existing face-to-face workshop.
  - **Measure:** A participation baseline is established and the participation percentage increases annually.
  - **Primary Responsibility:** Vice President of Academic Affairs and Executive Director of Technology Services
- **Initiative:** Design and implement faculty resource site on HawkNet.
  - **Measure:** A HawkNet constituency Web presence is established.
  - **Primary Responsibility:** Executive Director for Technology Services

## Strategic Goal 3 – Collaborative Partnerships

### Strategy 1 - Strengthen connections with business, industry, and labor.

- **Initiative:** Implement a broad-based future oriented community advisory committee that will link to the Strategic Plan for Academic Affairs.
  - **Measure:** Advisory Committee is established and meets on a semi-annual basis.
  - **Primary Responsibility:** President, Executive Director for CBIZ, and Vice President of Academic Affairs
- **Initiative:** Conduct annual roundtables with business and industry representatives.
  - **Measure:** Meetings conducted throughout the district with data collected and infused into planned initiatives.
  - **Primary Responsibility:** President
- **Initiative:** Develop opportunities for SCC staff, and faculty to collaborate with employers and organizations.
  - **Measure:** Establish a KPI inclusive of qualitative data desired to be collected.
  - **Primary Responsibility:** President and direct supervisors

### Strategy 2 - Enhance collaborative efforts that link K-12, community agencies, and business/industry partners to support teaching and learning opportunities.

- **Initiative:** Expand career exploration options hosted by SCC and businesses for K-12 and SCC students.
  - **Measure:** Establish and offer career exploration activities, i.e. STEM, Teams events, Art Conference, Advanced Manufacturing Night; SCC co-sponsored Entrepreneurship event
  - **Measure:** Establish evaluation strategies to improve career exploration activities.
  - **Primary Responsibility:** Vice President of Academic Affairs and Vice President of Student Services
- Initiative:** Collaborate with community agencies to promote student success.
  - **Measure:** Establish and offer opportunities for SCC faculty, staff, and students to interact effectively with community agencies.
  - **Primary Responsibility:** Vice President of Academic Affairs and Vice President of Academic Affairs
- **Initiative:** Enhance practices that award credit for prior learning.
  - **Measure:** Credits awarded.
  - **Primary Responsibility:** Registrar, Vice President for Academic Affairs, Executive Director of Center for Business

- **Initiative:** Expand quality high school concurrent enrollment offerings.
  - *Measure:* All district high schools participate in concurrent enrollment courses with SCC.
  - *Measure:* The percentage of high school students taking concurrent enrollment courses increases each fiscal year.
  - *Primary Responsibility:* Director of High School Relations

### **Strategy 3 - Expand high-quality connections within SCC and with other post- secondary institutions.**

- **Initiative:** Enhance practices that promote seamless transfer of credit.
  - *Measure:* Articulation agreements are updated and expanded.
  - *Primary Responsibility:* Director of Accreditation, Assessment, and Articulation
- **Initiative:** Expand inter-institutional teaching and learning opportunities for SCC faculty and students.
  - *Measure:* Increasing the opportunities available.
  - *Primary Responsibility:* Vice President of Academic Affairs and Academic Deans

## **Strategic Goal 4 – Continuous Improvement**

### **Strategy 1 - Meet all requirements for the Academic Quality Improvement Program (AQIP) as mandated by the Higher Learning Commission.**

- **Initiative:** Review the feedback from the Systems Portfolio and identify and develop key processes and systems as needed.
  - *Measure:* SCC shows improvement in those areas prioritized for improvement.
  - *Primary Responsibility:* Cabinet
- **Initiative:** Maintain 3 active action projects and submit the Systems Portfolio.
  - *Measure:* All required documentation is submitted to HLC by specified deadlines.
  - *Primary Responsibility:* Director of Accreditation, Assessment, and Articulation



## **Strategy 2 - Implement specific processes, systems, and data indicators that demonstrate SCC's performance compared to our mission and vision.**

- **Initiative:** Develop improvement strategies for the KPIs that fall below their targets.
  - **Measure:** SCC improves KPIs that fall below targets.
  - **Primary Responsibility:** Executive Director of Technology Services

## **Strategy 3 - Integrate CPI process into SCC culture.**

- **Initiative:** Include CPI as part of employee training.
  - **Measure:** New employees trained.
  - **Measure:** Existing employees trained or re-trained.
  - **Primary Responsibility:** Director of Assessment, Accreditation, and Articulation
- **Initiative:** Development of Improvement Teams.
  - **Measure:** Teams established, trained, and deployed.
  - **Primary Responsibility:** Director of Assessment, Accreditation, and Articulation

## **Strategy 4 - Develop annual divisional plans that are aligned with the Strategic Plan.**

- **Initiative:** Develop, implement, and monitor annual tactical plans in all divisions/departments reporting to the President.
  - **Measure:** The President's direct reports will present to Cabinet the tactical plans for their respective areas and demonstrate how they are tied to the SCC Vision, Mission and Strategic Initiatives.
  - **Primary Responsibility:** President and Direct Reports